ALBERTA

POLICING STANDARDS

MANUAL

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ROLES AND RESPONSIBILITIES

LEGISLATIVE FRAMEWORK

Preamble

The Canadian Charter of Rights and Freedoms states that Canada is founded upon the "rule of law." The "rule of law" essentially means that:

- We are governed by public rules made by constitutionally authorized lawmakers;
- We recognize the processes set out in the law; and
- No one is above the law.

The Charter sets out a variety of legal rights, including this basic one: "Everyone has the right to life, liberty and security of the person and the right not to be deprived thereof except in accordance with the principles of fundamental justice."

Under the Canadian constitution, the responsibility for enacting criminal law rests with the federal government, while responsibility for the administration of justice rests with the provinces. In conducting their duties, the police must ensure that their actions are consistent with:

- the provisions of the Charter of Rights and Freedoms
- any agreements governing the police service
- the provisions of an array of federal and provincial statutes including, for example, those governing freedom of information, protection of privacy and human rights

Alberta Police Act

The *Alberta Police Act* mandates the Government of Alberta to ensure that an adequate and effective level of policing is maintained throughout Alberta. It mandates the Solicitor General to administer the Act and provides that police services and peace officers shall act under the direction of the Minister of Justice and Attorney General in respect of matters concerning the administration of justice and enforcement of the law.

The Act states that provincial policing services shall be provided, at no direct cost, to every county, municipal district and Metis settlement, and to every town, village and summer village that has a population of 2500 or less. The Act permits the Lieutenant Governor in Council to enter into an agreement with the federal government for the Royal Canadian Mounted Police (RCMP) to provide a provincial police service.

According to the Act, eligible municipalities, as noted above, may, depending on their size:

- enter into an agreement directly with the federal government to provide RCMP municipal policing, or
- engage the RCMP provincial police service as a municipal police service, or
- establish a municipal police service, or
- enter into an agreement with another municipality for policing services, or

- establish a regional police service.

Alberta Municipal Government Act

The *Alberta Municipal Government Act* states that one of the three purposes of a municipality is to develop and maintain safe and viable communities.

RCMP Act

The *RCMP Act* is federal legislation that provides the authority and mandate for the RCMP. The Act provides that the Solicitor General of Canada may enter into agreements with provinces and municipalities to provide RCMP policing.

Provincial Police Service Agreement

The Provincial Police Service Agreement between the Government of Canada and the Government of Alberta establishes the RCMP as the provincial police service. Pursuant to the agreement, the Solicitor General of Alberta, in co-operation with the Commanding Officer of the RCMP "K" Division, establishes provincial policing priorities annually in the form of a three-year business plan.

The agreement provides that the minimum standard of policing by the provincial police service must meet the standard as determined by the Commissioner of the RCMP in consultation with the Solicitor General of Alberta.

Municipal Policing Agreements

Municipal policing agreements between the Government of Canada and a municipality establish the RCMP as the municipal police service for that community. These agreements provide for the municipal chief executive officer* to set objectives, priorities and goals for the RCMP municipal police service that are consistent with those set by the Alberta Department of the Solicitor General for the provincial police service.

Municipal policing agreements state that the minimum standard of policing by the RCMP municipal police service must meet the standard as determined by the Commissioner of the RCMP in consultation with the chief executive officer.

Tripartite Policing Agreements

Tripartite policing agreements among the Government of Canada, the Government of Alberta and a First Nation provide for the establishment of First Nation police services and First Nation police commissions. The Metis settlements have expressed interest in negotiating similar agreements.

* See glossary for definition.

STATEMENT OF PRINCIPLES

Preamble

Police officers are the "front line" of the criminal justice system. They are responsible for enforcing federal, provincial and municipal laws; protecting life and property; preventing and detecting crime; and keeping the peace. Law enforcement is a major component of a police officer's broad range of duties and roles. Police officers investigate occurrences, arrest offenders and bring evidence of criminal conduct before the court. Additionally, the police provide a variety of community services, including but not limited to crime prevention, education programs, assistance in locating missing persons, dealing with lost property, traffic control, victim assistance and collision investigation.

Although legislation and the common law define the authority of the police, the ability of the police to perform their duties also depends on the public's approval, support and willing co-operation.

To be effective, the delivery of policing services must be based on the principles of partnership, ownership, problem-solving and quality service.

The police must strive to maintain a relationship with the public that lives up to the historic tradition: "The police are the public, and the public is the police." Police officers are members of the public who are specially authorized to perform policing duties on behalf of the public. Developing, nurturing and sustaining a partnership between the community and the police is essential to success in addressing crime, disorder and other community problems.

The police must seek and preserve public trust, confidence and support by exercising impartial service to the law, and providing service to all people without regard to race, national or ethnic origin, colour, religion, gender, age, sexual orientation, belief or social standing.

Statement

Police services in Alberta, as part of the criminal justice system, and in accordance with the Canadian Charter of Rights and Freedoms, are responsible for maintaining peace and order, protecting lives and property, preventing and investigating crime, and providing policing services that are responsive to community needs.

Police services should be provided throughout Alberta in accordance with the following principles.

Police services are to be:

- delivered effectively, efficiently and impartially to all persons
- delivered on the basis of a partnership between the police and the community, and responsive to community needs
- sensitive to the needs of victims of crime and all other users of policing services
- sensitive to and strive to represent the diverse character of the community being served

- conducted in a manner that maintains the trust and respect of the public (through adherence to strict ethical standards)

ADEQUACY AND EFFECTIVENESS

Statement

The development and refinement of policing standards is a dynamic process. The Alberta Department of the Solicitor General will continually review and modify the standards in consultation with police services, police commissions and other policing stakeholders to ensure that they accurately reflect appropriate benchmarks for the delivery of an adequate and effective level of policing. A police service will be deemed adequate and effective if the legislative requirements and policing standards are met.

Measures and indicators of adequate and effective police service may include, but are not limited to, legal requirements, compliance with standards, efficiency (e.g. cost/benefit per unit of service) and timeliness.

Once legislative requirements and standards are fulfilled, the community or region determines the level of enhanced service that local residents want and can afford.

GUIDELINES AND DIRECTIVES

Preamble

The Government of Alberta provides advice and direction to police services from time to time, for example, in response to new legislation or changes in case law, or to address emerging policing issues. Advice may be provided verbally or in writing. Direction to police services can take the form of guidelines or directives, depending on the issue.

Statement

Police services are expected to comply with issued guidelines, whether or not they are specifically referenced in standards contained in this manual. Police services shall comply with written direction.

SHARED SERVICES/LIAISON WITH OTHER AGENCIES

Preamble

There is a strong spirit of co-operation among Alberta police services. They assist each other and share special expertise, even when there are no formal agreements for doing so. Joint planning and the development of formal aid agreements enhance effective police service delivery. Written agreements, discussed and planned ahead of time, clearly establish the roles and responsibilities of the respective parties, enhance communication and remain viable regardless of changes in personnel or other changes that might affect informal arrangements. Formal agreements between police services and individuals or other non-police organizations also provide effective options for addressing specific organizational needs such as training or providing specialized expertise.

Statement

The policing standards contained in this manual have been developed to provide for flexible implementation at the local level. The resource limitations of Alberta police services vary from one community to the next. To ensure that the required resources are available to meet a particular standard, a police service may:

a) enter into a mutual aid or shared service agreement with another police service, or
b) contract with another police service or a person or organization other than a police service.

OVERSEEING POLICE SERVICES

Preamble

There are four types of police services operating in Alberta: provincial, regional, municipal and First Nation.

A variety of processes are used to oversee these three types of police services. In each case, however, the Government of Alberta is ultimately responsible, pursuant to the *Police Act*, "for ensuring that an adequate and effective level of policing is maintained throughout Alberta " The Province of Alberta has delegated the responsibility for policing to the local governments of municipalities with populations in excess of 2500.

Provincial Police Service

The Provincial Police Service Agreement between the Government of Alberta and the Government of Canada establishes the RCMP as the provincial police service. The agreement states, "The internal management of the Provincial Police Service, including its administration and the determination and application of professional policing procedures, shall remain under the control of Canada." The agreement further provides that the minimum standard of policing by the provincial police service shall meet the standard as determined by the Commissioner of the RCMP in consultation with the Solicitor General of Alberta.

Regional Police Services

One regional municipal police service exists in Alberta providing policing to two municipalities pursuant to an agreement between the two municipalities.

Municipalities that have established a regional police service must establish a regional police commission. The commission is responsible for overseeing the police service; its responsibilities are defined in the *Police Act*. Responsibilities of the commission include:

- allocating the budgeted funds
- establishing policies to provide for efficient and effective policing
- issuing instructions to the chief of police in relation to the policies
- ensuring that a sufficient number of persons are employed for the police service to carry out its functions
- appointing the chief of police, subject to the ratification of the municipal councils

Municipal Police Services

In Alberta, municipal police services are provided by:

- the RCMP, through a Municipal Policing Agreement between the government of Canada and the municipality, or

- the provincial police service through a letter of agreement between the government of Alberta and the municipality, or
- stand-alone municipal police services established by the municipality.

Policing Agreements

Municipal policing agreements between the government of Canada and municipalities provide that the minimum standard of policing shall meet the standard as determined by the Commissioner of the RCMP in consultation with the municipal chief executive officer. Letters of agreement between the government of Alberta and respective municipalities provide that the minimum standard of policing shall meet the standard as determined by the Commissioner of the RCMP in consultation with the Solicitor General of Alberta.

Pursuant to the *Police Act*, a municipality that has entered into an agreement with the Government of Alberta or the Government of Canada to provide municipal policing may choose to form a policing committee to:

- oversee the agreement, and
- represent the interests of the council to the police officer in charge of the municipal police service.

Stand-alone Municipal Police Services

A municipality that has established a stand-alone municipal police service must establish a municipal police commission. The police commission is responsible for overseeing the police service; its responsibilities are defined in the *Police Act*. Responsibilities of the police commission include:

- developing a budget and yearly plan specifying the level of police service and programs to be provided to the community
- allocating the budgeted funds
- establishing policies to provide for efficient and effective policing
- issuing instructions to the chief of police in relation to the policies
- ensuring that a sufficient number of persons are employed for the police service to carry out its functions
- appointing the chief of police, subject to the ratification of the municipal council

First Nations Police Services

First Nations police services are overseen by First Nations police commissions. The responsibilities of the commission, which are defined in the tripartite policing agreement, include:

- approving the objectives, priorities and budget of the police service
- developing and maintaining the policies governing the management and operation of the police service

- ensuring the accountability of the commission and the police service to the community it serves
- managing the police service budget
- hiring and employing the chief of police
- providing the mechanisms necessary for the impartial and independent review of public complaints.

ACCOUNTABILITY

Statement

The policing standards contained in this manual apply to all police services in Alberta.

A four-year audit cycle will apply. All police services will be audited against all standards once every four years. This will be accomplished by auditing approximately ¼ of the police services in Alberta each year.

Police services do not necessarily need to develop new policy* or guidelines to address the standards contained in this manual. For audit purposes, existing police policy or guidelines will be deemed sufficient if the policy or guideline is consistent with the intent of the standard being audited.

Audit teams will be led by auditors from the Alberta Department of the Solicitor General and will consist of members (both sworn and not sworn) of Alberta police services and civilian representatives (e.g. representatives of the police commission, municipal government, Alberta Urban Municipalities Association and/or Alberta Association of Municipal District and Counties). ***(Note: the audit process remains under review and no decision has been finalized as to the model to be used.)***

It is the responsibility of police services that have contracts or mutual aid agreements with other police services or agencies to ensure that the services provided for by means of such agreements comply with the required standards.

If a police service is found to be in non-compliance with any standard, it will be required to take corrective action to achieve compliance within a specified period of time. If a police service disagrees with part or all of the results of an audit, the chief of the police service should review the concerns with the audit team leader. If this review fails to resolve the concerns to the chief's satisfaction, the chief may request that the Assistant Deputy Minister of the Public Security Division attempt to mediate a resolution to the dispute. If mediation is unsuccessful, the chief may request the matter be reviewed by the Deputy Solicitor General. The Deputy Solicitor General may act independently or, on a case-by-case basis, establish a committee to review the matter and make recommendations. The decision of the Deputy Solicitor General would be final and binding.

* See glossary for definition.

ORGANIZATIONAL MANAGEMENT

COMMUNITY POLICING

Community policing, which is based on the principles of partnership, ownership, problem solving and quality service, allows police services to respond to the unique policing needs of their communities. Implementing community policing requires ongoing dialogue with the community, taking a collaborative and proactive approach, and identifying community needs. Strategies to implement community policing will vary according to community needs and available resources.

1. In addition to ongoing dialogue with the community, the police service shall formally consult with the community every four years (at a minimum) to identify community needs, concerns and expectations regarding policing. At a minimum, the process shall address:

    - the performance of the police service
    - the conduct of police personnel
    - the interaction of police officers with citizens
    - public perceptions regarding safety and security in the community
    - recommendations for improvement
    - citizens' level of satisfaction

2. The police service shall take appropriate steps to address identified community needs, concerns and expectations.

ORGANIZATION AND DIRECTION

These policing standards are intended to ensure that the police service establishes a formal structure to organize, define, direct and coordinate its components and functions. The standards also relate to direction and supervision. All personnel must have a clear understanding of their powers in carrying out their duties in accordance with written policy, procedures, rules and regulations.

1. The police service shall ensure that all personnel have access to a current organizational chart and written description of the organization's structure.

2. The police service shall have written policy describing each organizational component or function.

3. The police service shall have written command protocol for the following situations:

    - the chief of police is absent, off duty or incapacitated
    - involving personnel from different jurisdictions in a joint operation
    - day-to-day operations

4. The police service shall have a policy that requires an employee to obey any lawful order received from a supervisor. Procedures shall also be in place to deal with situations where the employee receives a conflicting or unlawful order.

5. The police service shall have a system of written directives that includes:

    - the mission statement and values of the service
    - maintenance procedures for the directive system
    - policy statements
    - police service procedures
    - review procedures for establishing new policies

6. The police service shall have procedures for disseminating and storing written directives, including procedures for:

    - ensuring that all new, existing or revised directives are disseminated to all affected personnel
    - having all affected personnel acknowledge the receipt and review of the disseminated directive

7. The police service shall adopt a code of conduct and ensure that all sworn members abide by the code.

PLANNING

The planning process is essential to effective management. The police service should have clearly written goals and objectives and a plan for achieving them. The plan should cover successive years beyond the current budget and should contain provisions for frequent evaluation and updating.

1. The police service shall develop a multi-year plan that includes:

    - operational goals and objectives
    - expected fluctuations in population and work load
    - expected staffing requirements
    - expected capital improvements and equipment requirements
    - provisions for review and revision

2. The police service shall produce an annual report covering its operations during the previous fiscal year. The annual report shall include, at a minimum:

    - identified measures of performance evaluation and results
    - analysis of complaints against the service and/or members
    - financial statements of costs associated with the police service
    - highlights of significant community policing consultations

FINANCIAL MANAGEMENT

The accounting system should be compatible with, or a part of, the central accounting system of the governing jurisdiction. The accounting system should follow accepted accounting principles. Formal financial control procedures establish authority and responsibility, and they alert management to problems that may require remedial action.

1. The police service shall have an accounting system that complies with generally accepted accounting principles.

2. The police service shall have a written policy that describes its budget process and the responsibilities for budget preparation and fiscal management.

INTERNAL AUDITS

The role of audits is to ensure objective reviews of facilities, property, equipment, personnel and activities outside the normal supervising procedures and the chain of command.

1. Responsibility for the internal audit function shall be outlined in police service policy.

2. The police service shall have written policy that describes internal audits and includes:

    - procedures for conducting such audits
    - the frequency of and criteria for audits
    - assigned responsibility for audits and any required corrective action
    - follow-up procedures to ensure corrective action has occurred

PERSONNEL ADMINISTRATION

RECRUITMENT

Police services in Alberta are required to provide adequate and effective policing that meets the needs of the community. To fulfill this requirement, police services must recruit police officers through a process that is sensitive to the principles of openness and equity. The following standards, which reflect those principles, are intended to ensure that both organizational needs and community expectations are met.

1. Responsibility for the recruitment of police officers shall be outlined in the police service policy.

2. The police service shall ensure that persons responsible for recruiting police officers have the skill and competencies they require to fulfill their responsibilities.

3. The police service shall have a recruiting plan that includes:

    - police service personnel requirements, including consideration of community diversity
    - written strategies for acquiring personnel to fulfill the requirements
    - defined and documented special requirements or restrictions for employment, including level of fitness, education, knowledge and integrity
    - a documented description of the recruiting process
    - a documented process for evaluating the recruitment plan

4. The police service shall, at the time of the application, provide written information to applicants, about the recruiting process and any costs associated with the application process that must be borne by the applicant.

SELECTION OF POLICE OFFICERS

To provide for adequate and effective policing, police services in Alberta are required to select qualified individuals. Police services are required to have a selection process that is based on the principle of fairness, and to provide predictable and consistent training for recruits.

1. Responsibility for the selection of personnel shall be outlined in the police service policy.

2. The police service shall ensure that staff who are responsible for the selection process, including those conducting background investigations of applicants, have the skill and competencies they require to fulfill their responsibilities.

3. The police service shall have a written selection process that includes:

   - publicly accessible requirements to be met prior to selection
   - written procedures for rewriting, re-applying or having test results re-evaluated, if permitted
   - the procedure for notifying unsuccessful applicants of their ineligibility
   - a thorough background investigation of applicants, including (at a minimum):
     a. fingerprinting
     b. CPIC* criminal records check
     c. local indices check
     d. reference checks
     e. interview of applicant
     f. assessment of applicant's overall suitability

4. To be confirmed in permanent status, RCMP, First Nation or municipal police officers in Alberta must have:

   - graduated from a police induction training program that adheres to a curriculum approved by the Alberta Department of the Solicitor General, or
   - graduated from a police induction training program that is not recognized by the Alberta Department of the Solicitor General, and successfully completed an Alberta police competency exam that is approved by the Alberta Department of the Solicitor General.

   and must have:

   - completed the applicable statutory requirements of the probationary period, or
   - completed a 12-month probationary period for peace officers serving pursuant to a tripartite agreement

* See glossary for definition.

5. Successful applicants for appointment to police officer status under the Alberta *Police Act* shall receive, on appointment:

   - the Alberta *Police Act* and the Police Service Regulation, as amended
   - the Police Service Code of Conduct/Ethics

6. Successful applicants for appointment to police officer status under the *RCMP Act* shall receive, on appointment:
   - the police Service Code of Conduct/Ethics
   - the *RCMP Act*

7. Successful applicants for appointment to police officer status pursuant to Tripartite Policing Agreements shall receive, on appointment:
   - the policing by-law or schedule as per the Tripartite Policing Agreement
   - the police Service Code of Conduct/Ethics

TRAINING

Police services in Alberta are required to provide in-service training and professional development to personnel to ensure that they have the skills and competencies to effectively discharge their responsibilities. This training commences on hiring and continues throughout the careers of sworn, civilian and volunteer personnel.

The following standards address the minimum requirements for promoting predictable and consistent skill development in police services in Alberta. The standards recognize the variety of designations of personnel as well as unique requirements. These standards further provide for regular education and training about developments in statute and case law as well as changes in technology and social expectations. These standards do not limit any police service from designing and delivering enhanced training to meet the needs of the community they serve.

1. Responsibilities for the research, design and delivery of in-service training and professional development shall be outlined in the police service policy.

2. The police service shall ensure that individuals responsible for training have the skill and competencies they require to fulfill their responsibilities. These skills and competencies shall collectively include (at a minimum):

    - skill in needs analysis and course design
    - lesson planning skills
    - the ability to use a variety of delivery techniques
    - skills in testing and evaluation
    - the ability to access human and technical resources
    - the ability to evaluate course candidates

3. Course training standards and lesson plans shall adhere to a curriculum approved by the Alberta Department of the Solicitor General in consultation with the appropriate police service.

4. Lesson plans shall include:

    - performance and job-related behavioural objectives
    - teaching points for content
    - delivery techniques
    - a process for approving and modifying lesson plans
    - a process for evaluating the competencies of candidates

5. The police service shall have a written policy on:

    - the maintenance of training records
    - the review and analysis of training policy
    - procedures for remedial training
    - sanctions for failure to meet training objectives

6. The police service shall maintain a recruit field training program that includes:

   - a selection process for field trainers
   - methods for evaluating the competencies of field trainers
   - supervision of field trainers
   - training for field trainers
   - a specified timeframe for completing a recruit field training program
   - orientation to activities within the police service
   - liaison with a recruit induction training facility
   - provision for, at a minimum, a bi-monthly written evaluation of recruits throughout the probation period

7. If the police service provides specialized services*, it shall maintain written policy on specialized services training. The policy shall include:

   - a description of the specialized services
   - skill development requirements for commencement of duties
   - on-the-job requirements for maintaining competencies

8. A police service that is capable of responding to public order issues shall have written policy that includes:

   - the skills required to perform on a public order operations unit*
   - the training schedule for meeting skill requirements
   - a schedule for team participation in readiness exercises

9. The police service shall have written policy on the training needs of civilian employees, civilian volunteers and uniformed volunteers that includes:

   - orientation to these persons' role in the service
   - goals, policies and procedures of the service that affect their duties
   - working conditions and regulations
   - rights and responsibilities
   - specific skill development to fulfill their responsibilities

10. The police service shall have written policy on the training needs of newly promoted persons. The policy shall include:

    - orientation to policies and procedures specific to the new level or position in the service
    - specific skill development in response to the need of the newly promoted persons to fulfill their new responsibilities

* See glossary for definition.

11. The police service shall have a training plan that includes, at a minimum, the delivery of professional development to ensure sworn members remain current in the following:

    - *Criminal Code* authorities and restrictions on the use of force
    - a use of force model that is approved by the Alberta Department of the Solicitor General
    - reporting of "use of force" incidents
    - officer safety
    - motor vehicle pursuits
    - arrest, search, seizure and detention
    - annual assessment of firearms proficiency
    - subject control techniques
    - first aid/primary care
    - diversity awareness
    - victim assistance concepts and programs
    - integrity and ethics
    - problem solving
    - partnership and ownership of community issues
    - quality of service
    - evolving changes in statute and case law
    - evolving changes in organizational procedure and policy
    - preparing and presenting evidence in the courts

12. The police service shall provide uniformed volunteers* and uniformed, compensated special constables*, cadets* and auxiliary members* with professional development to meet the needs of their assigned responsibilities.

* See glossary for definition.

PERFORMANCE EVALUATION

Police services in Alberta are required to regularly evaluate the performance of their personnel. These evaluations are conducted to reinforce and reward positive performance, acknowledge and rectify marginal performance and address unacceptable performance in a timely fashion. Performance evaluation systems must measure observable and relevant behaviour, and be applied fairly and equitably. The following standards are intended to promote a performance evaluation system that responds to the needs of the police service while ensuring fairness and equity.

1. The police service shall have a written policy outlining the performance evaluation system. This policy shall include, at a minimum:

    - annual and periodic performance evaluations of employees
    - defined responsibilities of evaluators
    - a procedure for the use and submission of forms
    - performance measurement criteria specific to the duties required of employee
    - defined measurement devices
    - a statement of the employee's right to acknowledge and respond to an evaluation, in writing, and at the conclusion of input from all levels of supervision
    - an appeal process

2. The employee being evaluated shall be interviewed at the conclusion of the performance evaluation for the purpose of:

    - reviewing the evaluation
    - reinforcing positive performance
    - discussing the level of expected performance in the case of marginal performance
    - setting performance goals and objectives
    - discussing the career development needs of the person being evaluated.

3. A copy of the completed performance evaluation shall be provided to the person being evaluated.

4. A written evaluation of every sworn peace officer and civilian employee shall be completed annually.

5. Written performance feedback shall be provided to a probationary employee bi-monthly during the probation period.

6. The impact of sustained* complaints against the conduct of any sworn member shall be considered when evaluating that member's performance.

* See glossary for definition.

7. The performance evaluation policy shall set out the use of remedial measures to improve marginal performance.

8. The police service shall include an "early warning"* component in its overall performance management system in order to proactively address potential performance issues.

*See glossary for definition.

PROMOTION

Persons who are selected to assume greater responsibility must have demonstrated the skills, knowledge and competencies they require to perform at a higher level. Therefore, the promotion system must be based on the principles of fairness and equity. The following standards ensure that those principles are maintained in order to meet the needs of the organization, its members and the public they serve.

1. The responsibility for the administration of the promotion system shall be outlined in the police service policy.

2. The police service shall have a written philosophy on promotion that includes:

   - selection of individuals who have demonstrated the skills, knowledge and ability to perform at a higher level
   - selection of the most suitable candidate
   - selection of individuals who have demonstrated the potential to assume additional responsibility

3. The police service shall make a written description of its promotion system available to its members.

4. The police service promotion system shall include, at a minimum:

   - evaluation of candidates through performance appraisal
   - an appeal process for unsuccessful candidates
   - control of promotion evaluation documents

5. The police service shall post written notice of promotional opportunities.

6. Promotional eligibility shall be defined, including:

   - criteria for meeting eligibility requirements, with a weighted value for each
   - the impact of seniority
   - the system used to select successful candidates

7. When a police service utilizes an outside agency to assist in determining candidates for promotion, it shall have written policy defining the function and responsibilities of the outside agency.

8. The evaluation provided by an outside agency shall not be the sole determinant for promotion of a successful candidate, nor shall it be the sole determinant for the elimination of any candidate from the promotion process.

9. The police service shall have a written policy defining the impact of sustained complaints against the conduct of any member.

10. The police service shall have a documented system for regular analysis, evaluation and amendment, if required, of the promotion system.

GRIEVANCES

Police services in Alberta are required to respond to members' grievances. Conflict resolution must adhere to the principles of fairness, equity, consistency and predictability. The following standards address the needs of the police service as a whole as well as the needs and expectations of its members.

1. The responsibility for grievance resolution shall be outlined in the police service policy.

2. If a police service has not articulated a comprehensive grievance process in its collective agreement or associated legislation, the police service shall describe its grievance procedures in policy. The procedures shall include:

    - matters that may be filed as a grievance
    - procedures used to resolve a grievance, including mediation
    - limitation of action on the grievance process
    - conditions for employee representation
    - procedures for appealing a grievance
    - remedies available as a consequence of submitting grievance
    - the responsibility of supervisors in the grievance procedure

3. The police service shall annually evaluate records of grievances in order to identify and deal with evolving trends.

PROFESSIONAL STANDARDS

Police officers are required to administer the law in a just and impartial manner. They are also required to exercise self-discipline and protect the dignity of all persons.

Police services in Alberta are required to thoroughly and promptly investigate complaints relating to officer conduct, service delivery and policy in order to maintain public confidence. They are to fully inform the parties, on an ongoing basis, as to the status of the investigation.

Police services are further required to maintain public confidence by identifying and effectively responding to any unacceptable conduct by members. The police service must embrace a variety of strategies to modify the behaviour of members, including counseling, training and the discipline. All the parties must understand the degree and nature of sanctions. Additionally, members of a service who are responsible for modifying behaviour must be given authority and accountability to discharge their duties.

The following standards provide for the effective administration and investigation of complaints against a police service or its members by meeting the reasonable expectations of the general public, the police service and the members affected. They ensure that the principles of timeliness, equity and openness are an integral component of the police service's response to complaints. The standards also assign responsibility for modifying behaviour.

Complaints

1. The police service policy shall outline the responsibility for the administration and investigation of complaints against members.

2. The police service shall have a clearly defined complaints process that complies with the applicable legislation, tripartite agreement or provincial policing agreement.

3. The police service shall provide sufficient written information to explain the complaint process to the public and its members, and make that information available in public areas of all police facilities as well as in any arrest processing area.

4. The police service shall have a written policy stating that every police officer is required to inform the chief of police or detachment commander of the conduct of another police officer, whether the conduct occurs on or off duty, when such conduct is likely to constitute a breach of discipline or professional ethics, or a criminal offence.

5. A police officer who is acting in the capacity of a designated union or association representative may be informed of the non-criminal conduct of another police officer as it relates to a contravention of disciplinary regulations or the failure to perform duties. In these cases, the police service shall not require the police officer to disclose this information.

6. The police service shall have written policy to ensure that no person may discriminate or retaliate against any police officer who makes a complaint about the conduct of another police officer or who acts in the capacity of a designated union or association representative.

7. The police service shall have written policy defining the procedures for processing complaints. This policy shall include:

    - provision of an initial response to the complainant within 45 days and the provision of follow up status reports to the complainant every 45 days thereafter
    - receipt and evaluation of complaints for appropriate action
    - information describing the complaints process, including options such as informal resolution, mediation and service investigations
    - requirement to provide a written copy of the complaint and any written statements from the complainant to the officers subject to a non-criminal complaint
    - requirement to give all members under investigation the opportunity to respond to the complaint
    - procedure for the authorized officer to reach a disposition, provide reasons for the disposition and notify all affected parties in a timely manner of the results and their right of appeal
    - requirement to forward to Alberta Justice the investigative file of all complaints of a criminal nature to determine if criminal charges are warranted

8. The police service shall maintain a record of the nature and resolution of all complaints.

9. The police service shall analyze all complaints to evaluate and resolve any trends that may adversely affect public confidence in either the conduct of an individual member or the quality of service delivered. The results of the analysis shall be reported annually to the police commission, if one exists.

Investigations

10. The police service shall ensure that persons assigned to conducting investigations into the conduct of any member, the quality of service or police policy have the skill, knowledge and competencies they require to fulfill their responsibilities.

11. The police service shall have a written procedure for defining the method of investigating all complaints. The procedure shall include:

    - the nature and type of complaint that is available for informal resolution
    - the citizen's preference for method of resolution
    - the member's preference for method of resolution
    - the nature and type of complaint to be investigated by a supervisor
    - the nature and type of complaint to be investigated by a police service professional standards component

Corrective Action

12. The police service shall have a written procedure for assigning authority and accountability to administer corrective action for specified occurrences, in accordance with applicable legislation.

EMPLOYMENT CONDITIONS

Police services in Alberta are required to provide clearly defined compensation plans and conditions for employment. Police services are also required to ensure the provision of professional and confidential assistance with a broad range of personal and work-related programs that meet employee needs, insofar as those needs affect the ability of the employee to discharge the responsibilities of their employment. The following standards ensure that employees are aware of the conditions of their employment as well as the range of programs available to respond to their personal needs.

1. If there is no collective agreement, the police service shall have a comprehensive policy describing the benefits available to employees. The policy shall include:

    - pay and compensation
    - leave and vacation entitlements
    - health care benefits
    - disability benefits
    - insurance benefits
    - education benefits
    - retirement benefits
    - conflict of interest guidelines for off-duty employment
    - provisions for extra duty employment

2. The police service shall have an employee assistance program or services that include, at a minimum, the policies required to effectively respond to these employee needs:

    - critical incident stress management
    - anger management
    - substance abuse management
    - physical and mental wellness

VOLUNTEERS

Volunteers* play an important role in the delivery of police services in Alberta. The use of volunteers is not intended to replace employees or diminish their roles. At the same time, however, volunteers may be given the powers of a peace officer under specified conditions. There is an expectation that volunteers will carry out their duties ethically and with integrity, and that volunteers will be properly trained to fulfill their responsibilities.

1. The responsibility for the co-ordination of volunteer services shall be outlined in the police service policy.

2. The police service shall maintain a written description of the duties of volunteers. .

3. In recruiting volunteers, the police service shall take into account the cultural diversity of the community, the nature of the program, and the availability of volunteers.

4. Volunteers shall complete a screening process that minimally includes:

    - CPIC criminal records check
    - local indices check
    - reference checks
    - interview of applicants
    - assessment of overall suitability

5. The police service shall provide volunteers with sufficient training to ensure that they can perform their responsibilities in an acceptable manner.

6. The police service shall maintain records of all applicants for volunteer role.

7. The police service shall ensure that volunteers are identifiable to the general public.

8. The police service shall ensure that volunteers acknowledge an Oath of Office and secrecy agreement.

9. The police service shall ensure that the performance of each volunteer is evaluated and documented annually.

* See glossary for definition.

OPERATIONS

CRIME PREVENTION

Preventing crime is the most effective way to create safe communities. Consistent with the philosophy of community policing, crime prevention extends beyond the concepts of home security and personal safety. Crime prevention engages the whole community in defining issues, establishing priorities, building problem-solving coalitions and accepting responsibility for enhancing public safety. Whether or not a police service has a specific crime prevention unit, all police service personnel are responsible for achieving the service's short-term and long-term crime prevention goals.

1. Responsibility for crime prevention shall be outlined in police service policy, as well as the relationship among all organizational elements of the service in pursuing crime prevention.

2. Crime prevention initiatives shall support a broad spectrum of crime prevention approaches (i.e. traditional [target hardening*] and social development* approaches).

3. The police service shall have written policy that requires the police service to:

    - establish crime prevention priorities, goals and objectives and evaluation criteria and time lines.

* See glossary for definition.

TRAFFIC

Police services in Alberta are required to provide both general and dedicated traffic services by enforcing traffic laws, investigating traffic collisions and facilitating traffic flow. The three E's - enforcement, engineering and education - are central strategies for improving public safety on Alberta roadways. Related issues include impaired driving, intersection safety, occupant restraint, aggressive driving, and speeding. Traffic enforcement practices must be designed to encourage compliance with the laws in order to reduce collisions.

Police traffic sections must establish partnerships with traffic safety stakeholders to effectively solve road safety issues. For example, provincial and local government road authorities can assist by providing collision and road engineering information that the police can use to establish sound traffic services plans. Police services can assist other stakeholders by participating in engineering road design to address problem areas and by working with others to develop awareness campaigns that enhance efforts to enforce traffic laws.

1. Responsibility for the traffic function shall be outlined in police service policy.

2. The police service shall be capable of responding to motor vehicle collisions in a timely manner, investigating collisions as necessary, and restoring order at the collision scene.

3. To improve road safety, the police service shall develop a multi-year traffic services plan that is reviewed annually and updated as necessary. The plan shall address:

    - enforcement
    - education
    - research and evaluation
    - communication and awareness
    - engineering and technology
    - related stakeholders

4. The police services shall maintain a traffic record system that includes collision and enforcement data.

PATROL

In this section, "patrol" is used to refer to the uniformed front line service delivery component of the police service. In the patrol function, police officers engage in a wide variety of activities. They respond to requests for service in the traditional way and deliver services in alternative ways as well. Police officers assigned to patrol actively participate in crime prevention, community policing, traffic enforcement, and criminal investigations. The functions of patrol as related to these separate activities are addressed in various sections of this standards manual.

1. The police service shall respond to the community's needs for preventive patrolling by incorporating community policing practices that include consultation and collaboration with community resources.

2. The police service shall have written policies:

   - establishing procedures for responding to routine, urgent, and emergency calls
   - categorizing crimes and incidents that should receive preliminary investigation and follow-up investigations by patrol officers
   - requiring that vehicles used in routine or general patrol, whether conspicuously marked or unmarked, be equipped with operational emergency lights and a siren
   - specifying the equipment to be included in every patrol vehicle to address safety and liability issues for police officers and the public
   - designating specifications for all authorized personal equipment and apparel of patrol officers
   - specifying the personal protective equipment to be available for all sworn personnel – which at a minimum shall include a protective vest – and guidelines for wearing that equipment
   - outlining responsibility for the administration of the ride-along program and addressing:
     - participant eligibility and screening procedures
     - ride-along program procedures
     - confidentiality issues
     - liability issues

MOTOR VEHICLE PURSUIT

A motor vehicle pursuit occurs when a police officer attempts to stop a vehicle when the driver is aware of this attempt but refuses to obey the officer. Consequently, the officer pursues the vehicle for the purpose of stopping or identifying it. Motor vehicle pursuits present dangers to the public, to the driver being pursued, and to the police officers involved. The following standard is designed to minimize these dangers by ensuring that motor vehicle pursuits occur only in situations where the seriousness of the offence and the necessity of immediate apprehension of the suspected offender outweigh the level of danger created by the pursuit.

1. The police service shall have a written motor vehicle pursuit policy that is consistent with the motor vehicle pursuit guidelines issued by the Alberta Department of the Solicitor General.

INVESTIGATIONS

The following standards relate to investigation functions performed by both uniformed officers and officers assigned to specialized investigative components. The standards are based on the idea that police services have discretion in determining the degree of specialization. The standards identify elements that are common to every investigation. A police service may enter into a mutual aid or shared service agreement with another police service to ensure the availability of resources required to meet a particular standard.

1. The police service shall be capable of responding to complex investigations in a timely manner.

2. The police service shall use a defined case management system*.

3. The police service shall have a written policy that defines the responsibilities and procedures for conducting preliminary and follow-up investigations.

4. Police services shall utilize the major case management model* in the investigation of homicides, serial predator offences, institutional abuse, non-family abductions, missing persons where foul play is indicated, and aggravated sexual assault.

5. The police service shall have written policy governing the investigation of hate/bias motivated crime*.

6. The police service shall maintain or have access to a specialized criminal investigation component or function, for the investigation of technological crimes, including:

   - counterfeiting of currency and payment cards
   - computer crime
   - theft of telecommunications services

7. Police services shall have written directives for assuring compliance with Canadian Charter of Rights requirements during arrest, detention and investigation.

8. The police service shall have written policy governing joint investigations and the sharing of information with other police services.

9. The police service shall have written policy governing the use of polygraphs.

10. The police service shall comply with the reporting requirements of the Violent Crime Linkage Analysis System*.

* See glossary for definition.

CRIMINAL INTELLIGENCE

Police services are required to collect, analyze, evaluate and exchange information relating to criminal activity. The information collected shall be shared only with authorized recipients and exchanged in a timely fashion. The police service shall ensure the protection of information sources.

1. Responsibility for the criminal intelligence function is outlined in the police service policy.

2. The police service shall ensure that persons assigned to the criminal intelligence function have the skill and competencies they require to fulfill their responsibilities.

3. Police services that are members of the Criminal Intelligence Service of Alberta (CISA) shall have a criminal intelligence program consistent with the CISA mandate. Such a program includes:

    - a human source management system
    - documented human source debriefing reports
    - provision of specified human source debriefing reports to CISA
    - a designated criminal intelligence liaison officer

BRINGING EVIDENCE BEFORE THE COURT

Police services are required to conduct investigations in such a way as to enable evidence to be properly admitted in court. The preparation and submission of timely and complete court briefs and other documentation supports quality prosecutions and can enhance the opportunity for early case resolution, in appropriate circumstances.

1. The police service shall have established formal and informal mechanisms to ensure:

    - effective liaison between the police service and the office of the Crown prosecutor
    - proactive identification and resolution of problems regarding investigations that result in difficulties in prosecution or the risk of financial liability
    - appropriate use of alternatives to having witnesses attend court, such as the use of affidavit evidence or declarations

2. The police service shall have written policies requiring the police service to:

    - provide the Crown prosecutor, in accordance with established provincial guidelines developed in consultations between prosecutors and police, with timely, complete and well organized documentation to enable proper Crown prosecutor preparation, disclosure and prosecution.
    - formally consult, whenever reasonably possible, with the Crown prosecutor before charges are laid in complex or serious cases

DISASTER/CONTINGENCY PLANNING

Police services in Alberta are required to respond to natural and other disasters and public order issues. Police services shall designate a position or positions in the police service that are responsible for coordinating the police service's response to natural and other disasters. The police service shall act in accordance with applicable legislation and the affected municipality's disaster plan. In the event of a natural disaster or other emergency where a local state of emergency or a provincial state of emergency has been declared, the police service shall take direction from the on-scene commander of the local municipality or, in the case of a provincial state of emergency, the on-scene commander designated by the responsible Minister.

The police service shall designate a position in the police service that is responsible for planning a response to public order issues. The person holding this position shall be the principal police service advisor on public order issues.

1. The police service shall have written policies regarding disaster/contingency planning.

2. The police service shall have a written plan for responding to disasters and a written emergency mobilization plan prepared in consultation with the municipality, First Nation or Metis Settlement.

3. The police service shall have a written plan for responding to public order issues.

4. The police services shall review its disaster/contingency plans on a regular basis and amend them as required by Alberta Disaster Services.

USE OF FORCE

Police services in Alberta are required to provide officers with an understanding of the legal parameters for the lawful application of force. An officer's duty to enforce laws may require the use of force. In approving use of force techniques and applications, the Alberta Solicitor General receives advice from both the Alberta Association of Chiefs of Police (AACP) and the RCMP. Guidance and references for use of force initiatives can be found in the documentation and course training standards for AACP and RCMP use of force models.

1. The police service shall have written policy governing the use of force that is consistent with the *Criminal Code*.

2. The police service shall have written policy that requires the techniques and applications of the use of force comply with guidelines approved by the Alberta Solicitor General.

3. The police service shall have written policy that requires use of force incidents to be reported in compliance with AACP guidelines.

4. The police service shall have written policy governing the review and analysis of use of force procedures and incidents.

5. The police service shall have written policy governing authorized use of lethal and non-lethal weapons and ammunition by its personnel.

6. The police service shall have written policy governing the circumstances under which an off-duty police officer may carry an authorized weapon.

SUPPORT SERVICES

VICTIM/WITNESS ASSISTANCE

Police services shall take reasonable steps to protect the personal rights and safety of victims and witnesses. All members of the police service must be particularly sensitive to the special needs of victims and their families in crimes such as domestic violence, child abuse, sexual assault, abuse of the elderly, and hate crimes. These crimes can have a major effect on the delicate structure of the family unit and the community in general.

The way the police service treats victims or witnesses at the time of a crime and afterwards affects not only their immediate and long-term ability to cope with the crime, but also their willingness to assist in prosecution. The standards in this part are designed to ensure that victims and other witnesses are handled in a way that acknowledges their important investigative and prosecutorial role. These standards do not apply to persons in a witness protection program.

1. If a police service does not have a victim services unit, it shall arrange to refer victims to community programs and services.

2. The police service shall provide victims of crime with information about available victim programs and services.

3. The police service shall have policies on victim and witness assistance that are consistent with the guidelines established by the Alberta Department of the Solicitor General.

4. The police service shall review victim and witness services every three years (at a minimum) and adjust policies as deemed necessary.

COMMUNICATIONS

The communications system shall meet the information needs of the police service in the course of its routine daily activities and during emergencies. Police services record radio transmissions and emergency telephone conversations. Recordings are an indispensable source of information for criminal investigations, internal investigations, training and audits of the service's delivery system.

The intent of these standards is to ensure that on-duty police officers have the means to communicate with the police service at all times and to enhance/provide officer safety. The public must also be able to contact the police service whenever necessary for information or assistance in emergencies.

1. Responsibility for the communications system shall be outlined in police service policy.

2. The police service shall ensure that employees assigned to communications have the skill and competencies they require to fulfill their responsibilities.

3. The police service shall provide 24-hour emergency access to services.

4. The police service shall have written policies that address, at a minimum:

    - the tracking of on duty officers
    - radio, telephone and data communications procedures
    - alarm response
    - contingency plans for system interruptions

5. The police service shall provide all on-duty patrol officers with continuous access to communications services.

6. The police service shall have:

    - procedures for recording radio transmissions and emergency telephone conversations with the communications centre
    - the capability to immediately play back recorded telephone and radio conversations with the communications centre
    - a minimum retention period of one year for all recordings

CRIME ANALYSIS

Crime analysis is a continuous process that uses regularly collected information on reported crimes and criminals to prevent and suppress crime and to apprehend offenders. The intent of these standards is to ensure that relevant data is collected in a timely manner, analyzed and distributed to affected personnel and members of the community.

1. The police service policy shall outline responsibility for the collation, analysis, and dissemination of crime data and information.

2. The police service shall establish procedures for analyzing crime trends. The analysis shall address community needs and future policing requirements.

3. The police service shall ensure that employees assigned to crime analysis have the skill and competencies they require to fulfill their responsibilities.

PUBLIC ORDER OPERATIONS

Public order operations include the use of a tactical team, negotiation with hostage takers or barricaded persons, the use of special purpose vehicles, response to bomb threats and bomb emergencies, coverage of special events, and response to disasters. They also include response to civil disturbance and civil defense situations, the conduct of search and rescue missions, and protection of visiting dignitaries.

Large police services have formally organized units to handle public order operations. However, smaller police services that do not have such units may be the "first responder," even when another larger police service is called in to assist or resolve the incident. For this reason, every police service must have a written plan that outlines how particular public order situations will be handled effectively.

1. The police service shall have, or have access to, a public order operations unit*.

2. If a police service has its own public order unit, it shall have written policies to govern:

   - the use of, deployment of and responsibility for the public order operations unit
   - command control and structure
   - criteria for the selecting and appointing members of the public order operations unit
   - training of members of the public order operations unit
   - use and operation of specialized equipment
   - selection, training, and deployment of hostage negotiators and incident commanders

3. If public order services are provided by another police service, the requesting police service shall have written policies specifying command and structure.

4. The police service shall have emergency procedures to deal with events such as:

   - hostage taking
   - barricaded persons
   - bomb threats and disposal
   - security for visiting dignitaries
   - labour unrest and civil disorders
   - natural and man-made disasters
   - the handling of major special events

* See glossary for definition.

FORENSIC IDENTIFICATION SERVICES

Forensic identification services include collecting, processing and preserving physical evidence in the field. To effectively investigate crime and prosecute offenders, the police service must obtain information through the application of scientific knowledge and methods. Laboratory support resources can only be used effectively when the physical evidence has been properly identified, collected, preserved, and transported.

1. The police service shall have, or have access to, forensic identification services.

2. A police service that has its own forensic identification services shall have written policies to govern:

   - the use and deployment of, and responsibility for, forensic identification services
   - criteria for the selection and appointment of members of the forensic identification service
   - training of members of the forensic identification service
   - use and deployment of forensic identification equipment

3. If forensic identification services are provided by another police service, the requesting police service shall have written policies on the appropriate circumstances for requesting such services.

PERSONS IN CUSTODY

Police services are required to arrest and detain persons. The following standards relate to short-term holding facilities operated by police. They do not apply to holding facilities operated as an integral part of a jail or correctional centre. These standards also do not apply to persons in a witness protection program. The intent of these standards is to ensure the health, safety and security of persons in custody, officers, and facility staff.

1. The police service shall have written policies governing the operation of any police service holding facilities. These policies shall include:

   - designating a position to be in charge of the holding cell
   - requiring 24-hour supervision of persons in custody and security checks every 15 minutes (minimum)
   - requiring that sanitary conditions be maintained
   - requiring that first aid equipment is available and replenished after each use
   - establishing procedures for issuing prescribed medication
   - outlining actions to be taken in the event of fire, medical emergency, prisoner escape or major incident
   - listing items that persons in custody are not allowed to retain
   - providing for access to washrooms
   - establishing guidelines for visits and access of non-essential staff
   - establishing procedures for receiving property on behalf of the person in custody
   - establishing guidelines for key control
   - establishing guidelines for the wearing of firearms
   - specifying the frequency of cell searches and the manner in which they are to be conducted
   - establishing procedures for an officer's entrance into an occupied cell
   - establishing procedures for providing meals and controlling cutlery
   - providing for confidential access to counsel for persons in custody
   - establishing guidelines for the security and control of persons in custody who are being detained in a location other than the service's holding facility (e.g. interview rooms, hospital)

2. The police service shall have written policies governing the processing of persons in custody that include:

   - requiring members to inquire of all persons in custody whether they suffer from any illness or injury, and if they are currently taking any medication, and to note the response on the arrest approval report
   - providing for immediate medical attention for persons in custody who are unconscious or who appear to be ill or in obvious need of medical attention
   - requiring persons in custody to be searched before being placed in a holding facility
   - assessing the continued use of restraining devices
   - providing conditions for conducting strip and cavity searches

- requiring that confiscated property of persons in custody be documented and placed in secured storage and returned upon release
- requiring that youths be held separately from adults, and females separately from males
- requiring that persons in custody be positively identified upon release or transfer to another agency
- prescribing methods of handling, restraining, segregating, and observing persons in custody that include, at a minimum:
  - persons under the influence of alcohol or drugs
  - persons who are violent or self-destructive

3. All holding facilities* shall be monitored and recorded by CCTV.

4. CCTV tapes shall be retained for a minimum of 30 days.

* see glossary for definition

TRANSPORTATION OF PERSONS IN CUSTODY

The following standards apply to cases where members of the police service are transporting a person (or persons) in custody for booking or transfer to another facility, or moving the person in custody from a holding facility to a medical facility, court or other location. The intent of these standards is to provide for the safety and security of the individual, the transporting officers and the public.

1. The police service shall have written policies that include:

   - advising the transporting officer of any security, medical, mental health or other concerns regarding the person in custody
   - recording in writing any security, medical, mental health or other concerns regarding the person in custody and assuring that the documentation accompanies the person in custody during subsequent transports
   - appropriately modifying vehicles that are regularly used for transporting persons in custody
   - searching persons in custody prior to transport
   - searching transport vehicles before and after each transport
   - advising court officials of any security concerns regarding the person in custody

2. The police service shall have written policies that address:

   - identifying a person in custody prior to transport
   - the documentation required to accompany a person in custody during transport
   - having officers of the opposite sex transport persons in custody
   - transporting persons in custody who have special needs (i.e., prisoners who are ill, disabled, injured or disturbed)
   - using restraint devices during transport of persons in custody
   - actions to be taken in the event of an escape
   - transporting young offenders.

RECORDS

To meet its management, operational and information needs, a police service must have a system for keeping records well organized and easily retrievable. Privacy and security precautions shall be in accord with police service policy and relevant legislation.

1. The police service policy shall outline responsibility for the records function.

2. The records system shall be designed to ensure proper access to the records as well as proper control, storage, retrieval, security and disposition of records.

3. All records shall be indexed for quick retrieval.

4. The status of all records shall be clearly designated (i.e. open, closed, inactive, etc.).

5. A record shall be maintained in relation to:

    - reports of crime
    - requests for service when an officer is dispatched
    - incidents involving arrests or prosecution
    - investigations initiated by the police service
    - citizens' complaints about the police service

6. The police service shall have written policies that address:

    - the use of forms
    - schedules for records retention
    - procedures for handling funds
    - document security
    - maintaining records of traffic tickets
    - recording arrest information
    - maintaining disposition records on all cases where charges have been laid
    - procedures for maintaining warrants

MANAGEMENT OF EVIDENCE AND PROPERTY IN POLICE CARE

The following standards relate to the care and control of evidence and property in police care. Police services must establish a reliable system for maintaining the integrity of all evidence. This system is not only crucial to police investigations and criminal prosecutions, but is also an excellent way to establish and maintain public confidence in the police.

Police services must also establish a reliable system for dealing with the handling and disposition of property that comes into their possession. Police services must make reasonable attempts to locate the owners of property in police care.

1. Seized, recovered, evidentiary, abandoned, and found property shall be indexed and stored in a secure location with controlled access.

2. Seized, recovered, evidentiary, abandoned, and found property shall be audited annually.

3. The police service shall have written policies that govern:

    - procedures for maintaining an inventory of property in police care
    - transferring the possession of physical evidence
    - disposing of property in police care

FACILITIES AND EQUIPMENT

A police service shall be located in a facility that is conducive to the work being done and that helps police officers fulfill their responsibilities effectively.

1. The police service facility shall have:

    - adequate interview room(s)
    - suitable access for the public, including disabled persons
    - security for critical/sensitive operations (e.g. communications, records, property/evidence storage)

2. The police service shall have written procedures governing the issuing of service-controlled property.

3. The police service shall maintain service-controlled property in a state of operational readiness.

4. The police service shall have procedures for evaluating the effectiveness of service-controlled equipment (i.e. vehicles, emergency equipment, weapons, radios and clothing).

MEDIA RELATIONS

Police services shall establish a positive and open working relationship with the media. Guidelines are needed to ensure a balance between the public's right to be informed and the police services need to manage information of police investigations.

1. The police service shall have written policies that govern:

    - what information is released, when the information is released, and who can release the information
    - media access to police-controlled scenes

GLOSSARY

For the purpose of this manual, the following definitions apply.

Auxiliary members. Volunteer uniformed members of a police service who are appointed as special constables pursuant to the *Alberta Police Act*. Auxiliary members are peace officers (see definition below) only when they are carrying out their duties as special constables in the company of or under the supervision of a sworn police officer.

Cadet. A recruit who is undergoing RCMP induction training.

Case management system. A mechanism used by a police service for assigning, monitoring, and concluding investigations.

Chief executive officer. In a municipal policing agreement, the chief executive officer is the mayor, reeve or other designated head of the municipality.

CPIC. An acronym for the Canadian Police Information Centre, a computerized police information database.

Early Warning System. An early warning system is a mechanism to flag events involving police service members (e.g. police service vehicle collisions, citizen complaints, pattern of sick leave, continually working in isolation of team members, alcohol/substance abuse) that could be indicative of performance or health related concerns. The early warning system allows a police service to proactively identify and address problems before they escalate.

Hate/bias motivated crime. Crime motivated by bias, prejudice or hate based on race, national or ethnic origin, language, colour, religion, sex, age, mental or physical disability, sexual orientation or any other similar factor.

Holding Cell. A permanent or temporary cell with a locking device used for the purpose of housing persons in custody. Holding cells do not include interview rooms in which individuals might be placed for the purpose of questioning or consultation during the investigative process.

Major case management model. A systematic approach to the investigation and management of major cases (i.e. homicides, serial predator offences, institutional abuse, non-family abductions, missing persons where foul play is indicated, and aggravated sexual assault). Major case management includes case management procedures, electronic case management processes, and case management training.

Policy. A printed or electronic document developed by a police service to provide direction to police personnel and ensure compliance with a standard.

Public order operations unit. A unit in a police service that is responsible for dealing with public order operations such as tactical team deployment, negotiation with hostage takers or barricaded persons, the use of special purpose vehicles, response to bomb threats and bomb emergencies, coverage of special events, and response to disasters.

Social development. Efforts to change the likelihood of people becoming offenders or victims by addressing conditions (root causes) in a person's life - or in a community - that may lead to criminal behaviour. Child abuse, low self-esteem, inadequate education and housing, unemployment, health problems, and neglect are examples of these conditions.

Special constable. A person appointed pursuant to applicable provincial or federal legislation who has specific and usually limited law enforcement authority and jurisdiction.

Specialized services. Services provided by a police service that require specific skills and training in addition to regular induction and ongoing professional development. These services include, but are not restricted to, tactical/emergency response or public order response teams, privacy act interceptors, surveillance specialists, technologically-based crime investigators, police service dog handlers, and forensic identification specialists.

Sustained. A complaint, or that part of a complaint, which, upon investigation, is proven.

Target hardening. Measures that reduce the opportunity for crimes to be committed. Also known as "situational crime prevention" or "opportunity crime prevention", this method of crime prevention focuses altering physical environments and making the targets of crime less vulnerable or more difficult to penetrate. Examples include neighbourhood watch programs, home and office security devices, and increased policing or police visibility.

Volunteer. A community member who volunteers to perform certain functions for a police service. In some instances, volunteers may wear a uniform provided by the police service and have specified policing authority (e.g. auxiliary constables of a police service).

Violent Crime Linkage Analysis System (ViCLAS). A computer-assisted linkage system operated by the RCMP that is designed to assist all police agencies in tracking, coordinating, and linking serial-type cases involving homicides, sexual assaults, non-parental abductions, missing persons, and found human remains where foul play is suspected.